

**Special Report**  
**Analysis of Report Recommendations**  
**1988 - 2001**

August 2001

**City Auditor's Office**  
**City of Kansas City, Missouri**

August 8, 2001

Honorable Mayor and Members of the City Council:

Since May 1988, the City Auditor's Office has released 140 reports containing approximately 1,000 recommendations. This special report focuses on the recommendations as a whole and identifies the major themes that our reports have addressed. By identifying these themes, we hope to stimulate discussion between city management and elected officials about a number of long-term fiscal and policy challenges facing city government.

Although the recommendations in each report related specifically to the conditions we found through auditing the entity or program, the recommendations generally suggested that management take one of the following actions:

- Define roles and responsibilities
- Develop policies and procedures to guide the provision of city services
- Comply with laws, regulations, policies, and procedures
- Understand costs
- Consider costs and benefits of alternative approaches
- Protect assets
- Manage human resources
- Follow a fair and open contracting process and monitor contractor performance
- Measure and report on performance

This report describes each of the actions and explains its importance. We also provide examples of recommendations from our reports that relate to each theme. We conclude that the themes found in the recommendations are central to effective management and raise questions that are crucial to oversight. For each theme, we present examples of questions that can help elected officials fulfill their responsibility to oversee city government.

The audit team for this project was Joyce Patton and Michael Eglinski.

Mark Funkhouser  
City Auditor

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# Analysis of Report Recommendations

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## Introduction

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### Objectives

We conducted this special report pursuant to Article II, Section 13 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties. We also conducted this review to fulfill our mission of being a catalyst for improving city government and providing the mayor and City Council with information that can help them carry out their oversight responsibilities.

In this report, we identify major themes from recommendations in reports released by the City Auditor's Office from May 1988 through May 2001. By identifying these themes, we hope to stimulate discussion between city management and elected officials about a number of long-term fiscal and policy challenges facing city government. By reviewing our past recommendations, we hope to write more effective ones in the future. The report focused on two questions:

- What are the major "themes" the City Auditor's Office has addressed since 1989?
- Why are the themes important?

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### Scope and Methodology

This report is based on a review of almost 1,000 recommendations from 140 performance audits, special reports and follow-up audits issued by the City Auditor's Office from May 1988 through May 2001.<sup>1</sup> To identify themes, we created a database of our recommendations, sorting them into groups that addressed similar issues.

We conducted our work in accordance with applicable government auditing standards. For this report, we followed the general standards, the fieldwork standard for supervision, and the reporting standards. We do not make recommendations in this report.

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<sup>1</sup> We excluded surveys and memoranda in our analysis since we rarely make recommendations in these products. We did not include *Hispanic Chamber of Commerce of Greater Kansas City* (April 1990) because the recommendations were not specific.

No information was omitted from this report because it was deemed privileged or confidential.

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## Background

The City Auditor's Office performs different types of auditing and research. Most of our work results in four types of reports: performance audits, financial-related audits, follow-up audits, and special reports. The reports are designed to provide elected officials and city management an assessment of how a particular city function or entity is performing, along with recommendations for improving that performance.

**Performance Audits.** A performance audit is an objective and systematic examination of evidence for the purpose of providing an independent assessment of the performance of a government organization, program, activity, or function in order to provide information to improve public accountability and facilitate decision-making by parties with responsibility to oversee or initiate corrective action.<sup>2</sup>

**Financial-Related Audits.** Financial-related audits examine topics related to an entity's finances and operations, such as whether financial information is presented in accordance with established criteria, the program has adhered to specific financial compliance requirements, and internal controls over financial reporting and/or safeguarding assets are suitably designed and implemented to achieve their objectives.

**Follow-Up Audits.** The City Auditor's Office conducts follow-up audits to determine the progress made in addressing findings and recommendations identified in previous audits.

**Special Reports.** The office also performs other studies and investigations to fulfill the city charter mandate that the city auditor keep the mayor and the City Council informed as to the financial affairs of the city. As part of this effort, the City Council passed Resolution 911385 in December 1991, directing the city auditor to annually review and comment upon the city manager's proposed budget prior to adoption. In addition, we occasionally issue special reports presenting research and analysis on significant policy issues.

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<sup>2</sup> Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 1994), p.14.

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## Major Themes in Report Recommendations

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### Summary

From May 1988 through May 2001, the City Auditor's Office made approximately 1,000 recommendations to help improve city government. Although the recommendations related to the programs or entities reviewed, they generally suggested that management take one of the following actions:

- Define roles and responsibilities.
- Develop policies and procedures to guide the provision of services.
- Comply with laws, regulations, policies and procedures.
- Understand costs.
- Consider the costs and benefits of alternative approaches.
- Protect assets.
- Manage human resources.
- Follow a fair and open contracting process and monitor contractor performance.
- Measure and report on performance.

**Recommendations strengthen management.** Our recommendations are intended to benefit the city through more effective service provision, increased efficiency, or greater protection against the loss or misuse of assets, including human assets.

**Reports provide a broad range of recommendations.** Our recommendations address a broad range of issues and are directed at various levels of management. We have recommended that the city manager develop broad policies for City Council consideration, as well as specific action to be taken by a program manager.

**Benefits of recommendations should outweigh costs.** Implementing the recommendations entails a cost. Sometimes the costs are direct, such as purchasing additional equipment. In many cases, the cost involved is that of staff time. Implementing controls, clarifying roles, formalizing procedures, and instructing staff, for example, require time. Similarly, receiving training and learning new processes takes time on the part of the staff involved in the activity. Management and elected officials also need to be aware that there can be a cost to not implementing a recommendation, such as deferring maintenance or not investing in training.

Management is responsible for implementing recommendations but elected officials and governing bodies can encourage implementation through effective oversight. This report is divided into sections, each containing one of the major themes described above. Each section describes the significance of the theme, examples of recommendations we have made related to the theme, and examples of oversight questions elected officials can consider. By continually asking and getting answers to these types of questions, the mayor and City Council can fulfill their responsibility to ensure management is using resources effectively and efficiently.

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## **Define Roles and Responsibilities**

Clearly defined roles and responsibilities strengthen accountability. They make monitoring performance possible and allow for corrective action to be taken, when necessary. In addition, they help ensure staff and programs are more effective and efficient because staff knows what they can and cannot do.

Roles and responsibilities can be defined on a large scale, such as specifying the city government's role in providing public services or the relationship between the city and outside agencies and contractors. They can also be more specific such as describing a food inspector's duties in performing restaurant inspections.

### **Examples from Our Work**

In several of our audits, we recommended clarifying or defining roles and responsibilities. In our audit of the emergency medical system (EMS), for example, we recommended clarifying and strengthening the health director's role as lead responsible party for the EMS system including medical direction and oversight of first response to strengthen accountability. In our review of the city manager's 1990 budget proposal, we recommended the Finance Committee set fiscal policy for the city and provide oversight to ensure fiscal stability.

### **Examples of Oversight Questions**

- What are the roles and responsibilities of each involved entity?
- How are roles and responsibilities defined and communicated?
- Who determines the roles and responsibilities?
- Do written definitions reflect current roles and responsibilities?

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## **Develop Policies and Procedures to Guide Provision of Services**

Policies formalize the city's, department's or program's goals and describe what an entity is to do. Procedures are the steps taken to achieve the goals and help ensure an entity meets its goals. Policies and procedures improve the consistency with which city services are provided, enable staff and managers to be held accountable for performing the work that is expected of them, and provide a framework for allocating resources to achieve maximum effectiveness. In regulatory programs, procedures can ensure that the citizens and businesses the city regulates are treated fairly.

Elected officials develop overall policies guiding the services to be offered, while management develops specific procedures on how to implement these policies. Our recommendations addressed large issues, such as a need for an overall city housing policy, and specific program-level operating procedures, such as developing procedures to formally document street closure inspections.

### **Examples from Our Work**

In our reports, we have recommended developing policies and procedures to ensure programs are effective and citizens receive equitable treatment. In a report of the city's housing activities, for example, we recommended that the city establish a task force to develop an integrated housing policy that specifies the city's strategies and desired outcomes from its housing efforts. In an audit of the city's liquor control division, we recommended that the division supervisor develop policies and procedures addressing the license application process. The policies and procedures would reduce the risk of employees making arbitrary decisions and increase the likelihood that potential applicants receive equitable treatment.

### **Examples of Oversight Questions**

- What are the city's policies and goals?
- How do the procedures achieve the city's policies and goals?
- Where are these policies and procedures recorded?
- When and how are policies reviewed to determine whether they continue to meet the city's needs?
- Do the policies and procedures reflect current, actual activities?
- How is the public made aware of the policies and procedures?
- What recourse is available for those who believe the policies and procedures were not applied equitably?



## **Comply With Laws, Regulations, Policies, and Procedures**

Compliance with laws, regulations, policies, or procedures can ensure public safety or equitable treatment. It also can protect against abuses of power. Complying with a program's policies and procedures helps ensure that the program's goals are achieved and that individuals are treated consistently. The city enforces rules and regulations, including those it enacts. If the city does not follow the rules and regulations, it is subject to sanctions, its credibility is harmed, individuals may not be treated equitably, and the city's goals may not be achieved.

Recommendations regarding compliance can address large issues, such as obeying federal requirements. They can also address more specific issues such as complying with a particular city program's internal operating procedures.

### **Examples from Our Work**

In many of our audits, we made recommendations to increase compliance with laws and regulations. In our audit of the Land Trust Division, done jointly with the Missouri State Auditor's Office, we recommended that the Land Trust's Board of Trustees comply with Missouri's Open Meetings Law by ensuring that sufficient public notice is given prior to all meetings of the board. Public notice ensures that all interested parties are given the opportunity to participate in government's decision-making process.

In our audit of backflow prevention, we recommended the city develop a plan for complying with the state's and the city's backflow prevention regulations to reduce the risk to the public water supply and improve the city's credibility in enforcing the regulation.

### **Examples of Oversight Questions**

- What rules govern the activity?
- How were the rules established?
- How does the city know when it is in compliance with rules and regulations?
- Should the city seek to change the rules?

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## Understand Costs

Understanding the full cost of providing a service can result in informed resource allocation decisions. City staff and elected officials need to understand what it costs to provide services and consider the costs in addition to the benefits. Determining the cost of a service can help management identify and eliminate unnecessary costs. The resulting savings could be used to broaden existing services, offer new services, or reduce taxes. Cost information is also beneficial to elected officials when assessing the efficiency of city services or when making decisions on how to fund priorities.

Recommendations related to understanding costs can range from identifying costs so that fees can be assessed at an adequate level to providing management and elected officials more accurate information about the true cost of a program.

### Examples from Our Work

In our audit of the Kansas City Zoo, we recommended that zoo management increase the frequency and timeliness of financial reporting for concession operations. Because zoo management had not done so, they were unable to accurately assess the profitability of the concession operations and identify areas in need of improvement.

In our audit of golf operations, we recommended that the Parks and Recreation Department collect accurate and timely information about revenues and costs and use the information to perform break-even analysis to ensure sufficient revenue is generated to cover costs. Without cost and revenue data, management could not ensure that the operations were self-supporting.

### Examples of Oversight Questions

- What are the program's costs?
- What are the major factors that influence the program's costs?
- How do we know the program's costs?
- Are there any costs to the city that are not reflected in the stated cost of providing the services?
- How do we know what the program should cost?

## **Consider Costs and Benefits of Alternative Approaches**

Rethinking the way city programs operate could improve effectiveness and efficiency. Before action is taken, however, management needs to analyze the costs and benefits of alternative approaches to providing services. Considering the costs and benefits of various options before taking action mitigates the risk that the city will make costly mistakes and aids decision making at many levels. Economic development agencies should weigh the expected costs and benefits of using public incentives to encourage real estate development. On a more specific level, a program manager should consider the costs and benefits when considering whether to request a new position or new equipment.

### **Examples from Our Work**

In our audit of the snow removal program, we recommended Public Works perform an analysis of the cost savings that could be expected due to reduced corrosion of vehicles. Management could then use the information to decide whether it is more beneficial to purchase washing facilities to remove salt from snow removal equipment or continue repairing the damage caused by the salt.

In our review of the city manager's 2000 submitted budget, we recommended that the city manager study the feasibility of selling some city services to generate additional revenues. The sale of such services would provide significant one-time city revenue. Ongoing revenue would remain available through gross receipt and property taxes on these services.

### **Examples of Oversight Questions**

- Has the city compared costs and benefits of alternative approaches?
- What are the alternatives to the action being considered?
- How did the city identify alternatives?
- What do the alternatives cost?
- What are the benefits of the alternatives?
- Why does the action being considered appear to be the best course for the city to take?
- Who benefits from the program?
- How do we know that everyone who needs to be served is being served?

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## **Protect Assets**

The city is responsible for protecting its assets. Management controls safeguard public assets, ensure efficient and effective use of public resources, and provide accountability. Strong management controls, including physical security, procedures, supervision, and monitoring, provide the city with assurances that assets are adequately safeguarded. City employees have a duty to be good stewards of the resources in their care.

City assets range from money and equipment used in city operations to licenses, permits, and certificates issued by the city. Methods of protecting these assets vary from segregating employee duties to keeping important documents in a secured, safe environment.

### **Examples from Our Work**

In an audit of cash handling, we recommended unannounced cash counts to detect irregularities, such as cash shortages, and ensure that staff is following appropriate city procedures. In an audit of the city's vital records division, we recommended segregating duties related to issuing birth certificates to make it more difficult for employees to commit fraud.

### **Examples of Oversight Questions**

- Who establishes controls for protecting the assets?
- For what public assets is the activity responsible?
- How are these assets being protected?
- What procedures are in place for management to detect missing or at-risk assets?
- What is the longest amount of time that such detection could take?
- How many employees have access to these assets?
- Does the public have access to the assets?
- How is the public's access limited or controlled?

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## **Manage Human Resources**

A well-managed work force can improve the city's ability to provide good services. Managing human resources includes ensuring that staff have the appropriate knowledge and skills to do the work, and that compensation is fair and provides appropriate incentives. Personnel costs represent about 60 percent of city operating expenditures.

Managing human resources to encourage high performance and productivity can have a significant financial impact on the city. The city's performance depends on the people who do the work.

Recommendations for managing human resources range from determining how staff can be used more effectively to providing staff with more training and monitoring staff performance.

### **Examples from Our Work**

In our audit of the Human Resources Department, we recommended that the director of Human Resources fund, staff, and implement a training program to improve staff skills and effectiveness. In our fire resources allocation audit, we recommended that the fire chief monitor sick leave use to identify patterns and take action when necessary in order to reduce excessive use of sick leave.

### **Examples of Oversight Questions**

- How do employees regard the city as an employer?
- How does management monitor employee performance?
- What is the level of employee turnover in the past two years?
- What have been the reasons given for employees leaving?
- Have any changes been made to policies or procedures as a result of employee suggestions?

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## **Follow a Fair and Open Contracting Process and Monitor Contractor Performance**

An open and fair contracting process helps ensure that the city receives goods and services at competitive prices and quality. Monitoring contracts and contractor performance ensures that the city receives what it pays for, whether it is a good or a service, and that the contractor is fulfilling his or her obligation.

Recommendations for improving contract management can range from increasing competition in the bidding process to increasing the level of monitoring over a vendor's performance.

### **Examples from Our Work**

In our audit of the Minor Home Repair program, we recommended the director of Housing and Community Development develop a method for selecting additional contractors for the department's pre-qualified bidder lists to increase the number of bidders, obtain services at a lower cost, and discourage fraud.

In our audit of contract renewal options, we recommended the commissioner of purchases and supplies develop a system of obtaining feedback on contractor performance from user departments to determine whether contractors were performing satisfactorily.

### **Example of Oversight Questions**

- How are potential contractors informed that they have an opportunity to bid?
- How many different bidders, on average, seek jobs?
- What has the department done to increase competition?
- What are the city's expectations of the contractor?
- Where are the expectations documented?
- How does the city monitor contractor performance?
- What have been the consequences for contractors who have performed unsatisfactorily?

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## **Measure and Report on Performance**

Measuring and reporting on performance allows policy-makers, program managers, and citizens to know whether goals are achieved and at what cost. Performance measures provide accountability because they document the work management did, how well they did it, and the difference it made. Performance measurement assists public officials in fulfilling their oversight role by ensuring that tax dollars are spent appropriately and departments are providing services effectively and efficiently.

In our audit work, we have encouraged performance measurement and reporting at all levels of city government; from the use of citizen survey data to assess the overall performance of the city to the use of performance measures to assess the effectiveness and efficiency of specific programs.

### **Examples from Our Work**

In our audit of the Tax Increment Financing Commission (TIF), we recommended the executive director of the TIF Commission develop performance measures for each TIF plan to allow for an evaluation of the extent to which plans have addressed public goals.

In our audit of the Revenue Division's Document Processing Unit, we recommended that the director of Finance develop performance measures to reduce the amount of time needed to post tax returns and improve citizens' satisfaction with the unit's service.

### **Examples of Oversight Questions**

- What goal is the activity intended to achieve?
- Is the activity achieving its goal?
- How do we know that the activity is achieving its goals?
- Where are the results recorded?
- How does the entity determine its success?
- How is the program's impact visible in the community?

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## **Appendix A**

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### **City Auditor's Office Reports, May 1988 Through May 2001**





## **City Auditor's Office Reports, May 1988 Through May 2001**

### **Aviation**

Aviation Department Inventories (2/90)

Follow-up: Aviation Department Inventories (4/93)

### **Budget and Finance**

Finance Department: City Sticker Program (8/88)

Review of the City Manager's 1989-90 Budget Proposal (3/89)

Purchases and Supplies Division (8/90)

Kansas City Cable Partners' Cable TV Franchise (3/91)

Review of the City Manager's 1992-93 Recommended Budget (3/92)

Liquor Control Division (4/93)

Real Estate Lease Agreements (4/93)

Review of the City Manager's 1995 Recommended Budget (3/94)

Follow-up: Kansas City Cable Partners' (KCCP) Cable TV Franchise (10/94)

Follow-up: Purchases and Supplies Division (10/94)

Review of the City Manager's 1996 Recommended Budget (4/95)

Jackson County Property Tax Assessment (7/95)<sup>3</sup>

License Fee and Tax Payments – Kansas City Power & Light Company (10/96)

Review of the Submitted Budget for Fiscal Year 1998 (4/97)

Follow-up: Real Estate Lease Agreements (4/97)

Fees and Service Charges: A Comprehensive System Is Needed (2/98)

Review of the Submitted Budget for Fiscal Year 1999 (4/98)

Follow-up: City Vehicle License Fees (4/98)

Contract Renewal Options (4/98)

Follow-up: Liquor Control (10/98)

Financial Management System Controls (12/98)

Review of the Submitted Budget for Fiscal Year 2000 (3/99)

Review of the Submitted Budget for Fiscal Year 2001 (3/00)

Follow-up: Cash Handling (4/00)

Fees and Services Charges Follow-up (9/00)

Special Report: Sales Tax Study (2/01)

Revenue Division Document Processing Unit (5/01)

### **Citywide or Multiple Departments**

The 1988-89 Salary Freeze for City Management Staff (11/88)

Citywide Staffing (6/90)

Comparative Analysis of Capital Improvement Projects (11/92)

Public Contact (4/93)

Negotiations With Public Employee Unions (1/94)

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<sup>3</sup> This audit was conducted jointly with the Office of the Legislative Auditor, Jackson County, Missouri.

Consolidation of Selected Activities - Parks and Recreation and Public Works Departments (7/95)  
Follow-up: Negotiations with Public Employee Unions (10/95)  
Follow-up: Comparative Analysis of Capital Improvement Projects (2/96)  
City Change, Petty Cash, Meal Allowance, and Recording Fee Funds (4/96)  
A Model for Public/Private Competition (8/96)  
Reporting Accidents, Damages and Losses (3/97)  
Follow-up: Public Contact (5/97)  
Implementation of the Red Flag Commission's Recommendations (12/98)  
Report of the Council Ethics/Relations Committee (2/99)  
Performance Audit: Emergency Medical Services System (1/00)  
Follow-up Audit: Consolidation of Selected Activities of the Parks and Recreation and Public Works  
Departments (4/00)  
Citywide Management of Take-Home Vehicles (11/00)  
Follow-up Audit: Reporting Accidents, Damage, and Loss (1/01)  
Consolidating City and Police Support Services (1/01)

## **Fire**

Fire Suppression Contracts (11/90)  
Fire Apparatus Management (11/91)  
Fire Training Academy (4/92)  
Fire Department Workers' Compensation Program (3/93)  
Fire Fighting Force: Resource Allocation (4/93)  
Follow-up: Fire Suppression Contracts (3/94)  
Follow-up: Fire Apparatus Management (5/95)  
Follow-up: Fire Training Academy (7/95)  
Follow-up: Fire Department Workers' Compensation Program (4/96)  
Follow-up: Fire Fighting Force Resource Allocation (9/00)

## **Health**

Air Quality Control Program (12/91)  
Milk Product Inspection Program (6/93)  
Childhood Lead Poisoning Prevention (4/94)  
Vital Registry and Health Statistics Program (5/94)  
Follow-up: Air Quality Control Program (1/95)  
Follow-up: Milk Inspection Program (5/97)  
Ryan White Funding Equity (3/99)  
Follow-up: Childhood Lead Poisoning Prevention (7/99)  
Follow-up: Vital Registry and Health Statistics Program (3/00)  
Health Department Food Protection Program (1/01)

## **Housing and Community Development**

Kansas City Needs A Housing Policy (4/00)

### **Human Relations and Human Resources**

Human Relations Department (3/89)  
Follow-up: Human Relations Department (12/91)  
Human Resources Department (3/95)

### **Information Technology**

Information Technology Department Performance Measures (3/01)

### **Law and Municipal Court**

Municipal Court (3/91)  
Domestic Violence Victim Assistance Program (1/92)  
Follow-up: Municipal Court (4/95)  
Review of Union Station Legal Fees and Expenses (6/95)  
Follow-up: Domestic Violence Victim Assistance Program (9/95)

### **Neighborhood and Community Services**

Animal Control Division (5/89)  
Weed Control Program (11/89)  
Dangerous Buildings Program (8/91)  
Follow-up: Animal Control Division (3/92)  
Follow-up: Weed Control Program (8/92)  
Contract Compliance Audit: Clay-Platte Baseball League (10/92)  
Municipal Correctional Institution (MCI) (2/93)  
Animal Control Division Cash Collection Procedures (9/93)  
Follow-up: Dangerous Buildings Program (4/94)  
Minor Home Repair Program (6/94)  
Follow-up: Municipal Correctional Institution (3/96)  
Follow-up: Neighborhood Tourist Development Fund (3/99)<sup>4</sup>  
Follow-up: Minor Home Repair Program (3/99)  
Follow-up: Tow Service Program (8/9/99)

### **Outside Agencies**

Housing Authority of Kansas City, Missouri (3/89)  
Review of Audits of Outside Agencies (2/97)  
KCATA: An Effective Regional Transit System Is Needed (3/97)  
Port Authority of Kansas City, Missouri (2/98)  
Tax Increment Financing (9/98)  
Land Trust of Jackson County, Missouri (2/21/00)<sup>5</sup>  
Review of the 1999 TIF Annual Report (8/00)

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<sup>4</sup> This report is a follow-up of the *Contract Compliance Audit: Clay-Platte Baseball League*, November, 1992.

<sup>5</sup> This audit was conducted jointly with the Missouri State Auditor's Office.

## **Parks & Recreation**

Kansas City Zoo (12/89)  
Parks Maintenance Services Division (5/91)  
Follow-up: Kansas City Zoo (2/93)  
Follow-up: Park Maintenance Services Division (2/96)  
Golf Course Retail Inventory Controls (12/96)  
Golf Operations (6/97)  
Parks and Recreation Department: Recreation Program Performance Measures (3/00)  
Follow-up: Golf Course Retail Inventory Controls (10/00)  
Liberty Memorial Restoration (4/01)

## **Police Department**

Kansas City, Missouri Police Department, Patrol Deployment: Blackout Analysis (1/98)  
Police Retirement Funds (8/98)  
Report of the Public Safety Radio System Investigating Committee (9/98)  
Kansas City, Missouri Police Department: Opportunities for Civilianization (9/98)  
Kansas City, Missouri Police Department: Performance Measures for Patrol and Investigations (4/99)  
Police Citizen Complaint Process (3/00)

## **Public Works and Office of Environmental Management**

Kansas City Street Lighting Costs and Funding Alternatives (2/93)  
Snow Removal Program (2/94)  
Utility Cuts Program (3/94)  
Street Closure Permit Activities (12/94)  
Tow Service Program (1/95)  
Apartment Rebate Program (2/95)  
Solid Waste Management and Illegal Dumping (8/96)  
Sanitary Sewer Special Assessments Program (9/96)  
Street Resurfacing Program Contracts (3/97)  
Public Works Motor Equipment Division (2/99)  
Follow-up: Street Cut Inspection Program (3/99)  
Follow-up: Snow Removal (7/99)  
Follow-up: Solid Waste Management and Illegal Dumping (4/00)  
Follow-up: Public Works Department: Street Closure Permit Activities (4/00)  
Follow-up: Solid Waste Division: Apartment Rebate Program (4/00)  
Follow-up: Kansas City Street Lighting Costs and Funding Alternatives (8/00)  
Follow-up: Street Resurfacing Contracts (9/00)

## **Water Services**

Wholesale Water Sales (10/91)  
Water and Pollution Control Department: Review of Controls Over Storeroom Inventories (4/92)  
Backflow Prevention Program (12/93)  
Follow-up: Wholesale Water Sales (4/94)

Follow-up: Water and Pollution Control Department Controls Over Storeroom Inventories (1/95)

Privatizing the City's Water System (1/95)

Garage Storeroom Privatization Contract (9/97)

Follow-up: Water Services Department: Backflow Prevention Program (8/99)

Controlling Development's Impact On Storm Water Runoff (4/01)